From Complex to Concise: Using Data, Research and Measurement to Simplify Healthcare Communications

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#IPRWebinar
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Case Studies: Clear, Concise and Targeted Communication

Clarity Amidst Complexity
DATA DRIVES EVOLUTION
FROM CLINICAL TO COMPASSIONATE, FROM PHYSICIAN-CENTRIC TO HUMAN-CENTRIC

Does being there for someone matter?

Yes.

Hello humankindness™
Dignity Health
Moore Regional Hospital

#IPRWebinar
DATA BRINGS CLARITY TO COMMUNICATIONS

When doctors listen, patients heal faster.

Hello humankindness

Dignity Health
Methodist Hospital of Sacramento

Humankindness helps heal the whole person—body, mind, and spirit.

Hello humankindness

We all hold the power to heal.

When we care for one another, we help each other heal.

Hello humankindness

Patients who feel supported experience less pain.

Studies show that when you feel encouraged from your doctors, you actually experience pain. It's a reminder that we are, at our core, people who believe in kindness.

Hello humankindness

Dignity Health
Physicians | Nurses | Hospitals

dignityhealth.org

UF College of Journalism and Communications
UNIVERSITY of FLORIDA

#IPRWebinar
How kindness affects patients

When a physician is a good communicator, patients are **MORE THAN TWICE AS LIKELY** to listen to their doctor.²

When surgical patients are encouraged by their anesthesiologists during the immediate postoperative period, they **HEAL FASTER AND ARE DISCHARGED FROM THE HOSPITAL SOONER** because they require 50% less narcotics.³

A person who experienced empathy in a medical consultation had a **16% REDUCTION IN OVERALL COLD SEVERITY.**⁴

Patients who experience compassionate care are more likely to divulge important information to their clinicians **MAKING DIAGNOSIS MORE ACCURATE.**²

The more compassionate care patients received, the **LOWER THEIR DIASTOLIC BLOOD PRESSURE** became during periods of stress.⁴

When patients receive compassionate care at the emergency room, they are **LESS LIKELY TO RETURN TO THE EMERGENCY ROOM** for the same medical issue.⁶
How kindness affects caregivers and health care organizations

A kinder work environment benefits caregivers as well, who are likely to feel:
+ more engaged
+ less exhausted
+ have more satisfied patients

By keeping kindness at the core of their health care practice, caregivers:
+ have increased resilience to stress
+ inspire more meaningful work
+ are more immune to burnout

Organizations with a culture of compassion and kindness have:
+ reduced employee exhaustion and absenteeism
+ increased psychological engagement in work
+ greater employee well-being and commitment
+ higher levels of positive emotion for caregivers
Case Studies: Clear, Concise and Targeted Communication

Patient Centered, Outcomes Focused

Medtronic
OUR RICH HISTORY OF INNOVATION
SPANS MORE THAN 60 YEARS

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>1949</td>
<td>MEDTRONIC IS FOUNDED</td>
</tr>
<tr>
<td>1957</td>
<td>CREATED FIRST BATTERY-OPERATED, EXTERNAL PACEMAKER</td>
</tr>
<tr>
<td>1960</td>
<td>WROTE OUR MISSION</td>
</tr>
<tr>
<td>1977</td>
<td>INTRODUCED PROSTHETIC HEART VALVE</td>
</tr>
<tr>
<td>1979</td>
<td>ESTABLISHED THE MEDTRONIC FOUNDATION</td>
</tr>
<tr>
<td>1983</td>
<td>EXPANDED INTO NEURO-STIMULATION</td>
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<tr>
<td>1999</td>
<td>EXPANDED INTO SPINAL CARE</td>
</tr>
<tr>
<td>2001</td>
<td>EXPANDED INTO DIABETES CARE</td>
</tr>
<tr>
<td>2002</td>
<td>INTRODUCED FIRST REMOTE MONITORING SYSTEM</td>
</tr>
<tr>
<td>2015</td>
<td>ACQUIRED COVIDIEN</td>
</tr>
<tr>
<td>2016</td>
<td>INTRODUCED THE WORLD'S SMALLEST PACEMAKER</td>
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Developed the first implantable pacemaker

Creating is joining Medtronic
FEATURES DOMINATED OUR MARKETING MESSAGE
TECHNICAL BUYER WAS KEY AUDIENCE

MORE SHAPE OPTIONS
Attain® Performa™ LV Lead and
Viva™ Quad XT CRT-D System
with VectorExpress™ LV Automated Test

- Advanced Quadrupolar Lead
  Short block spacing simplifies
  phrenic nerve stimulation
  Stented on all electrodes

- VectorExpress™
  Provides clinically actionable
  data on 16 vectors in
  2 minutes

- AdaptivCRT®
  Improves CRT Response
  Compared to echo-optimized
  CRT for patients with normal
  AV conduction

POWERFUL
SIMPLE
CONNECTED

SHORT-TERM
CARDIAC MONITORING
SEEQ™
WORKS IN JUST 2 MINUTES
up to 30 DAYS
of monitoring

LONG-TERM
CARDIAC MONITORING
Reveal LINQ™
DEVELOPED BY DREXEL UNIVERSITY
up to 3 YEARS
of monitoring
A NEW STRATEGY TO CHANGE MEDTRONIC
AND TO BETTER ADDRESS GLOBAL HEALTHCARE CHALLENGES

THERAPY INNOVATION
Introducing and delivering meaningful therapies and procedures

GLOBALIZATION
Addressing the inequities in healthcare access globally

ECONOMIC VALUE
Helping lead the creation of value-based healthcare solutions
FOCUS ON RESEARCH AND DATA
GOING OUTSIDE...ON A SHOESTRING

<table>
<thead>
<tr>
<th>$10M</th>
<th>700</th>
<th>130</th>
<th>75</th>
<th>55</th>
<th>40</th>
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</thead>
<tbody>
<tr>
<td>IN RESEARCH</td>
<td>GLOBAL EXTERNAL STAKEHOLDERS</td>
<td>DOCUMENTS PRODUCED</td>
<td>BUSINESS UNIT AND RESEARCH STRATEGY DOCUMENTS AND 22 MARKET TRENDS REPORTS</td>
<td>HEALTHCARE INDUSTRY REPUTATION STUDIES</td>
<td>MARKET LEADING COMPANIES</td>
</tr>
<tr>
<td>ANALYZED</td>
<td>INTERVIEWED IN 2 MARKET RESEARCH STUDIES CONDUCTED ACROSS 7 REGIONS</td>
<td>RESULTING IN MORE THAN 2,500 PAGES OF INSIGHTS</td>
<td>ANALYZED</td>
<td>LEVERAGED</td>
<td>INVESTIGATED</td>
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GOING OUTSIDE...ON A SHOESTRING
WHAT...WE NEEDED TO ADDRESS
PUT THE PATIENT AT THE CENTER

1. More than a medical device company.

2. Part of the solution, not part of the problem.

3. Trust...interested in mutual, shared success.

4. An innovative leader in technology — making products and services that help solve some of my pressing healthcare challenges.
<table>
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<tr>
<th>FORWARD-THINKING AND OPEN-ENDED</th>
<th>ANSWER WHY, HOW, AND WHAT</th>
<th>CREATE A HUMAN CONNECTION</th>
<th>ALIGN WITH OUR BRAND DNA</th>
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**HOW... BRAND PRINCIPLES MOVING FORWARD**
TAKING HEALTHCARE FURTHER, TOGETHER

MEANINGFUL INNOVATION

ALIGNING VALUE

GLOBAL ACCESS
Using Data/Research to Understand your Audience and How They Want to Receive Information:

Internal Communications
The Challenge: Understanding Your Target Audience

What do our employees really care about?

How do we understand the nuances of their beliefs and attitudes?

How do we set ourselves up to communicate successfully with them?
The Opportunity: Leveraging Your Employees’ Comments

- Used internal surveys from 2015-2017 to analyze 170,000 open-ended comments from 26,000 employees
  - Comments included both suggestions to improve the employee experience and what employees enjoyed most about working at Dignity Health
- Analyzed 2,300 employee reviews of Dignity Health from online forums
Proud to Serve Patients
I enjoy my job and I'm proud to work for Dignity Health because we help make a difference in the lives of our patients.
Keeping Your Finger on the Pulse

Monitoring shifts in employees every six months

Praise Narratives

- Proud to Serve Patients: 52% 43% 40%
- 11% 10% 10% 7%

Criticism Narratives

- 25% 17% 17% 25%
- 15% 13% 13% 18%
- 11% 7% 10% 12%
- 8% 8%
Informing Communications

- Increasingly focused on themes related to Dignity Heath’s mission
- Highlighted stories of how non-patient facing staff feel connected to our mission
- Increased storytelling related to our work with underserved populations and our commitment to local communities
Using Data/Research to Understand your Audience and How They Want to Receive Information:

External Stakeholders

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**STEP ONE: UNDERSTAND YOUR AUDIENCE**

**DRIVING TO “PERSONAS”**

**LEARN ABOUT OUR AUDIENCE**
Understand our target audience’s needs, experiences, behaviors and goals

**BY STUDYING THEIR NEEDS**
Through research and interviews

**TO REFINE OUR MESSAGE**
Tailoring our content planning, design, development and targeting to deliver compelling, relevant content with a strong user experience

**AND DRIVE PARTNERSHIPS**
More targeted messages to this audience to create new perceptions, new conversations and ultimately new partnerships

[Diagram with icons and arrows indicating the flow of understanding audience needs, refining messages, and driving partnerships]
CADENCE OF RESEARCH INSIGHTS TO DRIVE STRATEGY

SOCIAL LISTENING
Ongoing scraping and monitoring of digital/social conversations to track sentiments and issues

REPUTATION AND BRAND PERFORMANCE STUDIES
Ongoing cadence of quantitative research to guide strategy and benchmark brand performance

1:1 QUALITATIVE INTERVIEWS
Ongoing phone-based interviews for deeper understanding of evolving stakeholder needs

INFLUENCER AND MEDIA CONSUMPTION STUDIES
Ongoing mapping of key influencers by theme and their media consumption patterns
STEP THREE: GLOBAL THOUGHT-LEADERSHIP PROGRAM
TARGETING HEALTH SYSTEM LEADERS

A ROADMAP FOR ADOPTION.
A FRAMEWORK TO TRACK PROGRESS.
VALUE-BASED HEALTHCARE: A GLOBAL ASSESSMENT

8
HEALTHCARE EXPERTS

600
RESEARCH OVERVIEW

52
EXPERTS INTERVIEWED

OUTPUT

FINDINGS & METHODOLOGY PAPER
POLICY PAPERS & CARE STUDIES
SUIT OF INTERACTIVE TOOLS

1
HBR INSIGHT CENTER

2
GLOBAL WEBINAR SERIES

3
CEO FORUM

4
CONTENT SYNDICATION

The Economist Intelligence Unit
Medtronic
Q&A

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